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City of Atlanta Response to Civic Activists Demands and Queries

Appendix

This appendix contains supplemental information with respect to the queries raised by civic activists during a community meeting on Monday, July 18, 2016.

Atlanta Police Academy - Recruit Training Highlights

Atlanta Police Recruits receive 880 hours (22 weeks) of Basic Law Enforcement Training (BLET) at the Academy. The State of Georgia mandates a minimum of 408 hours BLET to become certified as a police officer. Atlanta Police Recruits will receive an additional 480 hours (12 weeks) of Field Training prior to graduating and being assigned Field Operations. Total time in training for an Atlanta Police Officer is 1360 hours (34 weeks).

The Atlanta Police Department provides the following training as mandated by the Georgia Peace Officers Standards and Training Council (POST), the state's law enforcement regulatory body.

Functional Area	POST Required Hours	Atlanta Police Hours	Impact
Interpersonal Communication /Cultural Awareness	8	8	Ensures the recruits have an understanding of diverse cultural backgrounds, learn how law enforcement practices could be perceived as offensive or threatening by persons from diverse cultural backgrounds, and identify effective techniques for assisting and interacting with persons from diverse cultural backgrounds.

Atlanta Police Academy - Recruit Training Highlights

The Atlanta Police Department provides the following expanded Recruit training in key areas.

Functional Area	POST Required Hours	Atlanta Police Hours	Impact
Georgia Criminal Law	24	32	Establishes sound foundation of state law for developing probable cause to ensure proper arrests.
Criminal Procedure	34	64	Builds strong understanding of constitutional rights of citizens and the role of the officer as guardian of these rights. Establishes understanding of current court rulings and laws regarding proper arrests, search and seizure, and use of force.
Officer Survival	24	40	Teaches critical skills for recruits to enhance survivability during attacks intended to take their life or cause them great bodily harm. As part of this week of training the recruits learn ground fighting techniques which enhance their defensive tactics skills, and combat casualty care which trains them to provide basic medical care to themselves as well as victims and perpetrators.
Control Tactics / Less Than Lethal Weapons	32	80	Ensures officers have the ability to effect an arrest with the least amount of force and enhances the safety of the officer and offender. Recruits are trained in hand-to-hand techniques that allow for the physical control of a suspect with minimal risk of injury. Recruits are also trained and equipped with Taser, baton, and OC spray, to be able to detain and arrest a non-compliant arrestee with various less-than-lethal force options.
First Aid / CPR	8	10	Equips officers to provide basic first aid and life support skills until the arrival of Fire Rescue and EMS personnel.

The Atlanta Police Department provides the following Recruit training that is in addition to State of Georgia requirements.

Functional Area	POST Required Hours	Atlanta Police Hours	Impact
Crisis Intervention	0	40	Recruits receive comprehensive training on recognizing and understanding the most common forms of mental illness, PTSD, and addictions. Recruits visit mental health care facilities and meet with citizens who suffer from mental illness and their families. Recruits learn about treatment and care options that can be used in lieu of an arrest in certain instances. The training also focuses heavily on de-escalation techniques.
Tactical Communication	0	4	Teaches concepts of interpersonal communication; sociological factors that affect communication; components of non-verbal communication; Universal Principles of Human Interaction, twelve rules of respect; and conflict resolution.
Civil Preparedness	0	8	Training to ensure a disciplined and tactically sound response to any civil unrest that requires large scale crowd control or riot suppression.
Animal Encounters	0	8	Educates the Recruits on animal encounters to minimize instances when officers must use force on an animal.
Reality Based Training Scenarios	0	32	Scenarios include, but are not limited to, persons in a mental health crisis, burglary in progress, bar fight, traffic stops, domestic violence calls, excessive use of force, gunshot wound, officer involved shooting, and suspicious person stops.
LGBT/Cultural Diversity	0	4	LGBT Liaisons conduct training on the departments' LGBT policies and an overview of Atlanta's community policing efforts. Training also provides an overview of diverse cultures within the city and among our visitors.
Transgender Citizen Interaction	0	2	Overview of the departments Transgender interaction policy and procedures. Training is generally facilitated with a member of our Transgender community.

Affordable Housing and Related Services in the City of Atlanta

The City of Atlanta uses a variety of programs to promote affordable housing, often benefitting traditionally underserved communities. These programs are administered by the Office of Housing (OOH), the Office of Human Services (OHS), and the Department of Watershed.

The implementation of these programs is guided by the City's 2015-2019 Consolidated Plan.

The Plan contains eight goals, of which two address affordable housing:

- 1) Increase access to affordable housing.
- 2) Conserve/expand affordable housing.

Entitlement Grants

The City of Atlanta supports affordable housing under these 4 primary annual entitlement grants received from the U. S. Department of Housing and Urban Development:

- Community Development Block Grant (CDBG) program- The City uses this program to address a wide variety of housing needs for households at or below 80% of Area Median Income (AMI) with activities including:
 - Limited rehabilitation/emergency repairs of owner-occupied housing
 - Limited rehabilitation of multifamily housing that has mostly low-income units
 - Conservation of water through new water fixtures for low-income owner-occupied housing
- HUD Lead Hazard Control Grant (Lead Safe Atlanta)- The City uses this grant to reduce lead hazards in homes where children under the age of 6 (or visiting children who spend 6 hours a week) reside.
 - HUD has also provided \$400,000 in supplemental funding to address healthy homes components, including residential asthma intervention, injury prevention, safe indoor pest control, radon safety and much more.
 - The program addresses the need to keep homes safe by addressing environmental concerns and to keep homes affordable by addressing energy conservation.
- HOME Investments Partnerships (HOME) program: The City uses this program to provide decent and affordable housing to households at or below 80% of AMI with activities including:
 - Tenant-Based Rental Assistance (TBRA)
 - Down-payment assistance for homeowners
 - Development and renovation of single- and multi-family housing
- Emergency Solutions Grant (ESG) program: The City uses this program to provide funding for activities including:
 - Rapid re-housing of homeless person and families from temporary housing into permanent housing
 - Housing location services, temporary financial assistance and follow-up case management services for households transitioning from homelessness into permanent housing
- Section 8 Moderate Rehabilitation program: The City uses this program to provide project-based rental assistance that is targeted at households at or below 30% of AMI.

In calendar-year 2016, the City of Atlanta has funded:

- 12 projects that support affordable housing access through \$154,476 in CDBG funding, \$599,576 in HOME funding, and \$280,375 in ESG funding.
- 11 projects that address affordable housing supply through \$1,551,874 in CDBG funding, \$779,643 in HOME funding, and \$280,375 in ESG funding. An additional \$1,298,886 was provided for the Section 8 Moderate Rehab program that provides housing to households at or below 30% of AMI.

Mental Health Support

The City of Atlanta also supports mental health services through its CDBG, HOME, and ESG funds. These services are generally delivered as a component of a broader service projects.

Services include:

- Street outreach to the mentally ill unsheltered homeless
- Stabilization support for mentally ill, formerly homeless persons now residing in supportive housing
- Mental health services for homeless women and children
- Support for homeless persons in recovery
- Mental health support for victims of domestic violence

Invest Atlanta

Invest Atlanta, the City's economic development engine, supports the development of affordable housing primarily through bond financing. Invest Atlanta's Urban Residential Finance Authority (URFA) issues tax-free bonds to fund below-market interest rate loans to develop affordable rental housing. URFA also administers programs like the Housing Opportunity Bond Fund that provide gap financing to affordable housing developers and Community Housing Development Organizations (CHDOs). The \$1.3 billion in tax-exempt bonds that were issued have created about 15,000 units of housing, with about 8,250 of them being affordable to families at or below 60% of AMI. The \$19.8 million in Housing Opportunity bonds have created 2,072 units of workforce housing.

Invest Atlanta has a \$1.4 Billion housing portfolio. This portfolio contains approximately 16,000 multifamily rental units and 5,000 single-family mortgage loans. Additionally, Invest Atlanta has supported 75 multifamily rental projects, 4 developer incentive programs and 5 single-family mortgage programs.

In 2015, Invest Atlanta completed the Comprehensive Housing Strategy for the City of Atlanta which provides suggestions for increasing the supply of affordable housing, particularly near job centers. It has also amended all of its policies to increase workforce housing requirements for all local incentives.

Accomplishments/Upcoming Work

- Invest Atlanta was the first development authority in Georgia to issue a tax-exempt loan, which allows faster financing and lower costs for affordable housing development.
- Since 2013, Invest Atlanta approved/closed 13 projects representing over 2,250 units including 1,400 affordable units.
- Since 2012, Invest Atlanta touched over 12,000 individuals marketing Invest Atlanta Homeownership Programs.
- Since 2010, Invest Atlanta launched 4 new homeownership programs.
- The Vine City Trust Fund program was modified to include a home renovation option which will allow homeowners to remain in their homes.
- In the fall of 2016, Invest Atlanta will launch a pilot program providing home renovation assistance to low-income seniors and disabled households.

Atlanta Housing Authority

In 2015, the Atlanta Housing Authority (AHA) provided quality affordable housing for 22,000 residents of the City of Atlanta, including families, seniors and persons with disabilities – a 12% increase over the last ten years. As an independent, non-profit affordable housing provider, AHA works collaboratively with the City of Atlanta and its agencies to facilitate the creation and preservation of affordable rental housing and homeownership. However, because most new housing is created by private developers, the business community also plays a critical role in embracing government-funded programs to provide access to poor and working families in new construction of apartments and homes.

AHA's unique role is to provide quality affordable housing for the families with the greatest need in the City of Atlanta. 95 percent of families participating in various AHA programs are deemed very low-income or extremely low-income households based on HUD definitions. These categories equate to families earning less than \$24,300 for a family of four or \$14,200 for a one-person household. AHA directs our resources and Federal funds from HUD to create affordable housing and help families reach a goal of economic self-sufficiency.

While AHA believes we have made great strides in providing affordable housing in Atlanta, we continue to do more. In the next 12 months AHA plans the following activities:

- Issue over 1,000 new Housing Choice (a.k.a. Section 8) vouchers to families on our current waiting list.
- Open our Housing Choice voucher waiting list with a preference for residents that live or work in Atlanta. Though AHA opened its waiting list in 2015, we expect to exhaust it by the end of this year.
- Make available over 250 new affordable rental units in privately owned communities through our Project Based Rental Assistance program. At least 100 of these units will be in communities that serve elderly households.

- Provide up to 200 new vouchers for families and individuals that have resided in Permanent Supportive Housing communities, but no longer require intensive support services. Working with the City of Atlanta's Continuum of Care, this program will free-up beds for homeless families.
- Provide up to \$25,000 in down payment assistance to first-time, low-income homebuyers. In the past year, AHA enabled 83 families in buying homes in Atlanta. This program will continue this year.
- Increase concentration of affordable housing in certain parts of the city by launching an initiative to pay higher rental subsidies if private developers agree to provide affordable units in "Areas of Opportunity." AHA defines Areas of Opportunity as census tracts in which poverty rates are less than 20% and minority concentration is less than 50%. AHA has recently issued a Request for Proposals to solicit proposals from developers.
- As part of the Mayor's initiative to revitalize the Westside, AHA and the City were awarded a \$30 million Choice Neighborhoods Implementation Grant that leverages \$395 million of public and private investments over the next five years. Through this grant, the partnership will direct investments to the Atlanta University Center, Ashview Heights, and Vine City neighborhoods. The targeted public housing site is Scholars Landing, on the site of the former University Homes, where 160 affordable units have been built. In the next year, AHA and its partners will begin construction of 135 new units, of which 108 will be affordable.

The revitalization initiative focuses on affordable housing in a mixed-income setting and improving education, health and employment outcomes for residents of the community. We have already started connecting families with job resources, healthcare resources and supporting school improvements at the Washington Cluster schools that serve the area. AHA has provided three acres of land and partnered with Truly Living Well Center for Natural Agriculture, a non-profit enterprise that offers training on urban farming techniques and guidance on healthy living in a neighborhood considered a food desert.

Over the next 12 months, AHA expects to make available nearly 1,600 new units of affordable rental housing opportunities and affordable homeownership assistance. As an added benefit, AHA's investments and commitments also preserve and protect the long-term availability of affordable housing in Atlanta. As a community, our success in providing greater access to affordable housing depends heavily on private property owners' buy-in and commitment to lease units to working families at reasonable rents, whether or not the families receive government assistance. AHA will continue to work closely with the City of Atlanta and its agencies and the business community to seek new and innovative ways to expand affordable housing throughout the city.

Ban the Box

The City of Atlanta is proud to be the first employer in Georgia to “ban the box” on employment applications, giving previously incarcerated individuals an opportunity to secure gainful employment with the City. On January 1, 2013, the City removed from its application a series of questions that asked applicants to provide information relating to criminal charges or convictions. On October 6, 2014, the Atlanta City Council approved the City’s “ban the box” ordinance. The ordinance officially codified the City’s “ban the box” policy for City employment with the exception of certain positions where criminal background investigations are required by federal and/or state law including, but not limited to, law enforcement positions.

The City’s “ban the box” ordinance provides in pertinent part as follows:

In connection with printed and/or on-line employment application forms of the city, it shall be an unlawful discriminatory practice for them to contain a “box” or inquiry regarding an applicant’s prior criminal history. (See attached Ord. No. 2014-44(14-O-1399), § 3, 10-15-14).

While some cities such as Baltimore and Chicago have enacted “ban the box” laws that apply to both city and private employers, the City of Atlanta simply does not have the authority under current Georgia law to extend its progressive policy to private employers.

Detailed Proposal for Ensuring the Mental and Emotional Health of APD Officers

The current dialogue between the Honorable Mayor of Atlanta, Kasim Reed and community activists has been productive and the protestors have raised concerns, that the Mayor is invested in addressing. Specifically, members of the public recognized the cumulative stress of law enforcement employment and the impact on police officers, and inquired if psychological exams or mental health checks are completed on incumbent police officers on an annual basis. The community activists also asked if, the Mayor or the Atlanta Police Department (APD) had developed any on-going mechanisms to address the emotional wellness of sworn personnel.

Some skeptics wondered if the department was harboring any incumbent officers who manifested psychological issues that could lead too or contribute to a hostile or even deadly encounter with a member of the public. In light of recent deadly police encounters viewed on social media globally, concerned citizens want to be reassured that all officers who interact with the public are screened appropriately, hired and trained to uphold the law in the most humane manner possible.

In response, to these concerns, Human Resources Commissioner Yvonne Yancy asked the Employee Assistance Program (EAP) Director Adrienne Bradford to address the mental health concerns expressed by the community activists. Dr. Bradford has assessed departmental needs and is recommending specific strategies for strengthening the caliber and resilience of our officers and the resources which comprise their support system.

The City of Atlanta has an outstanding Employee Assistance Program with trained professionals who are capable of working with APD collaboratively to competently address these issues. Increased staffing and resources are needed to expand the current offerings of the Program.

This proposal will be divided into three phases of the officer's professional development in the department, Pre-hire/Applicant, Academy Training/Recruit and Incumbent Officer.

Pre-hire/Applicant Recommendations: Strengthen hiring criteria and processes

- Hone the hiring profile. Conduct a job analysis to assess if the department is selecting officers that possess ideal personality characteristics for the APD police officer position. Determine the optimal personality characteristics for a successful APD police officer and then select competent applicants who meet this standard.
- Remove bias from assessments. Evaluate tests and measures used in the pre-employment screening process to ensure they are methodologically sound, racially un-biased, reliable and valid with law enforcement populations.
- Tighten selection procedures. Dialogue with APD Command staff and other key stakeholders to maximize the selection of peace officers, who are psychologically stable and suitable for employment. Ensure those performing assessments provide an extensive report describing candidate readiness. Scrutinize and reduce the circumstances where waivers are issued - resulting in hiring of potentially substandard recruits.
- Introduce on-the-job experiences prior to academy attendance. To preview actual job demands and how they are embraced, require new hires to complete a required number of community service hours (e.g. attending neighborhood watch or community meetings, volunteering with Habitat for Humanity or other local project, visiting churches, synagogues or mosques to interact with members of the religious community). Require applicants to complete two ride-alongs and discuss the policing profession with a senior patrol officer
- Encourage community mentoring. In conjunction with our City Parks and Recreation Department, ask officers to serve as volunteer coaches. The program would identify and sponsor 25 African American male teenagers each year (age 16-20). As appropriate, these young men should be advised and guided into employment opportunities as Police Officers, Firefighters and Correctional Officers with the City of Atlanta.

Academy Training/Recruit Recommendations: Strengthen on-boarding and support

- Create a mentoring program. Pair newly hired officers with retired officers (who are screened, vetted and trained by EAP) to buffer against cynicism, burnout, apathy, workplace bullying and job frustration. Leverage retired officers in the Officer Reserve Program as mentors.
- Host a Family Night at the Academy. Invite recruits and their family/significant others to an event aimed at building camaraderie and introducing resources for managing job-related stress. Educating loved ones and providing access to resources, before graduation, could establish and foster the avenues for support needed during an officer's career.

- Integrate a Stress Inoculation course into the Academy curriculum. Expand current EAP efforts to educate officers on strategies for managing stress appropriately.

Incumbent Officer Recommendations: Strengthen training, support and procedures

- Provide Psychological Awareness training. Provide APD Sergeants and Command Staff with the tools to recognize the signs of job burnout, acute stress, and PTSD. Equip them to guide others in effective stress management and making appropriate referrals.
- Tighten the selection process and support for specialty assignments. Ensure personnel selected for special units (i.e. Hostage Negotiation, SWAT, APEX, Narcotics, SVU, etc.) are psychologically suited. Monitor their progress and provide resources in the event of a critical incident or if emotional distress is detected.
- Provide more robustness to the Early Warning Program. Audit the current program to ensure alerts are working appropriately and all officers in need of assistance have been identified (e.g. those manifesting problems i.e. sustained citizen complaints, use of force, work violations, etc.) Equip APD Command Staff to work with EAP to collaboratively develop and tailor timely training, coaching and intervention for impaired officers.
- Develop an Early Intervention Program. Sensitize APD leaders to warning signs indicating potential emotional distress. Offer coaching, counseling and access to resources to high risk officers.
- Ensure support after critical incidents. Confirm adequate procedures are in place to provide psychological support after a potentially traumatic incident. The officer should meet with an external mental health provider in a confidential setting to confirm the officer is actually ready and able to return to work.
- Develop a Return to Work Transition Program. Target all public safety personnel who are deployed in military settings for 180 days or more. Provide psycho-educational training focusing on how to successfully re-integrate to work and access appropriate resources including the VA. Participants would be provided a departmental mentor (screened and vetted by EAP) who has successfully returned from military deployment. Supervisors should also be trained to recognize acute and chronic emotional distress, including PTSD.
- Design a wellness effort targeted to public safety employees. Partner with Employee Benefits to tailor wellness education for Police Officers, Firefighters and Correctional Officers. Components might include: an online stress monitoring program that can be accessed from smart phones, psycho-educational workshops on healthy work/balance and resiliency, and the development of a web portal that posts topical articles and wellness tips and facilitates a confidential dialogue between officers, EAP staff, APD Chaplains and Peer Support.
- Examine the effectiveness of mechanisms to address problem officers. Convene representatives from APD, the City of Atlanta Human Resources Commission, and the City of Atlanta EAP Department to discuss potential improvements to current practices for identifying and investigating problematic officers.

Piedmont Park Suicide: LGBTQ Health and Safety Resources

On July 7th, 2016, a 22-year old man tragically ended his own life by hanging himself in Piedmont Park. The FBI and Fulton County Medical Examiner investigated the death and ruled that it was a suicide. Thereafter, multiple national media outlets reported that the deceased was a young gay man struggling with the rejection and stress he experienced after "coming out".

Atlanta is proud to be the home of a large, diverse, multigenerational LGBTQ community and countless LGBTQ support and health resources. Local and national organizations can assist individuals with finding care providers, support groups and other options that promote health and wellbeing, including: the Health Initiative (www.thehealthinitiative.org); In the Life Atlanta (www.inthelifeatlanta.org); LatinoLinQ (www.latinolinq.org); the Counter Narrative Project (www.thecounternarrative.org); the Human Rights Campaign (<http://www.hrc.org/local-issues/community/atlanta>); and PFLAG (www.pflagatl.org).

The Atlanta Police Department recognizes that the LGBTQ community may have safety and security concerns that differ from the larger population. The Department has two officers who serve as LGBT Liaisons, and a Hispanic Liaison who is available to help Spanish-speaking members of the LGBTQ community. These officers may be contacted directly at 404.655.5090.

City of Atlanta Proposed TSPLOST Purposes and Recommended Projects

July 18, 2016

Purpose/Project Type	TSPLOST Cost
Atlanta BeltLine/Multi-use Trails	
Right-of-way acquisition and install lighting	
Sub Total	\$ 65,900,000
Complete Streets	
5 th St	
Campbellton Rd	
Cascade Rd	
Chappell Rd	
Euclid Ave	
Gilmer St	
LaFrance/Marion Pl	
Langhorn St	
N. Highland Ave	
North Ave	
Paving and Resurfacing	
Peachtree Center Ave	
Piedmont Ave	
Spring St	
W. Peachtree St	
Westland Blvd	
Complete Streets	
Sub Total	\$ 75,398,139

Purpose/Project Type**TSPLOST Cost**

Multi-use Trails

Blue Heron Blueway Trail
Cascade Nature Preserve
East Side Trolley Greenway Trail
East Side Trolley Greenway Trail Connector
Freedom Parkway Trail to Stone Mountain Trail Connector
HE Holmes Neighborhood Trail Connection
Lionel Hampton Trail Connection
PATH 400
Proctor Creek Greenway
South Fork Conservancy + PATH 400 Confluence Bridge
Westview Cemetery – West Lake Station Trail
Multi-use Trails

Sub Total**\$ 18,475,152**

Sidewalks and Streetscapes

18th St
Atlanta Memorial Park Area Pedestrian Access and Safety Improvements
Beecher/Cascade Commercial Node Streetscape
Browns Mill Rd
Buckhead Village Sidewalks
Chastain Park Area Pedestrian and Safety Improvements
Cheshire Bridge Rd
Cleveland Ave/Metropolitan Pkwy
Danforth Rd
Dill/Metropolitan, Dill/Sylvan Commercial Node Streetscape
Hutchens Rd
Lakewood Ave
ML King Jr. Dr
Pedestrian Facilities
Sidewalk Gap Closure Funds
Sunset Ave
Ted Turner Dr
Sidewalks and Streetscapes

Sub Total**\$ 69,611,838**

Purpose/Project Type**TSPLOST Cost**

Neighborhood Greenways

8th St/Peachtree Pl
Atlanta University Center Greenway
Baker Rd/North Ave
Cascade Nature Preserve
Hunter Hills Greenway
JP Brawley Dr
Larchwood St/Willis Mill Rd
McDaniel St
Myrtle St
Oakdale Rd/Whiteford Ave
Oakview Rd
Oglethorpe Ave
Piedmont Heights/Sherwood Forest Greenway
Reynoldstown Greenway
Rocky Ford Rd
State St
Neighborhood Greenways

Sub Total**\$ 4,107,013**

Street, Capacity, and Vehicular Improvements**Capacity Projects:**

Cascade Rd/I-285 Interchange
Moores Mill Rd and Howell Mill Rd Intersection
Moores Mill Rd and W Wesley Rd Intersection
Mt Paran Rd, W Conway Rd, and Randall Mill Rd Intersections
Phipps Blvd/Wieuca Rd Roundabout
Piedmont Rd Capacity Improvement

Street Enhancement Projects:

17th St Enhancements
Downtown Connector
Hosea Williams Dr
Midtown Protected Pedestrian Crossings

Street Extensions:

Ft. McPherson Redevelopment: Northern Gateway

One-way to Two-way Street Conversions:

Baker St Conversion to two-way
Mitchell St/Capitol Sq Conversion to two-way

Street, Capacity, and Vehicular Improvements**Sub Total****\$ 37,797,500**

Purpose/Project Type	TSPLOST Cost
Signal Coordination	
Atlanta Signal Coordination System and Congestion Management	
Sub Total	\$ 40,000,000
Project Scoping and Engineering Studies:	
Barge Rd/Greenbriar Parkway	
Fairburn Rd	
Jonesboro Rd	
Metropolitan Pkwy	
Moreland/I-20 Interchange	
RD Abernathy Blvd	
Roswell Rd	
W Wieuca Rd/Roswell Rd Intersection	
Project Scoping and Engineering Studies	
Sub Total	\$ 4,000,000
Relay Bike Share,	
Phase 2.0 Capital Costs	
Sub Total	\$ 3,000,000
Partnership and Matching Funding	
Sub Total	\$ 40,000,000
Project Total	\$ 358,289,641
Five percent for Program Management	\$17,914,482
Subtotal	\$376,204,123
One percent to the State of Georgia	\$3,762,041
Grand Total	\$ 379,966,165

City of Atlanta Homelessness Effort

- Since 2013, the City of Atlanta has decreased chronic homelessness by 61% from 1378 chronically homeless individuals in 2013 to 538 chronically homeless individuals in 2016.
- Since 2013, the City of Atlanta has decreased Veteran's homelessness by 61% from 983 in 2013 to 381 in 2016. At this time, we are aggressively working to house the remaining 18 chronically homeless Veterans and have a housing plan in place for the remaining 216 homeless Veterans. The City of Atlanta plans to submit its application to the United States interagency on homelessness for ending Veteran's homelessness in very near future.
- The City of Atlanta received \$6.9 million HUD Continuum of Care funds. This money is solely dedicated to funding permanent supportive housing and rapid rehousing for those who are chronically homeless. Additionally, the COA was just awarded \$800,000 annually for the next three years to target outreach, mental health and substance abuse services to the unsheltered chronically homeless.
- In June 2013, the Atlanta City Council approved the creation of a new nonprofit entity to manage the Atlanta continuum of care for homeless services. This entity will be responsible for administering local HUD grants and overseeing the City's coordinated strategy on homelessness, which is set forth by the Atlanta COC. The City of Atlanta established Partners for H.O.M.E., a 501(c)3 organization, which provides leadership in the planning and implementation of community strategies and resources to prevent and end homelessness in Atlanta. The shape of the new governance structure, and the decision to create a nonprofit, was the result of a thoughtful stakeholder process undertaken with guidance from federal HUD leaders.
- Partners for HOME is an independent, non-profit corporation that coordinates the Atlanta's Continuum of Care on behalf of the city. The mission of Partners for HOME is to coordinate a comprehensive crisis response system of care to prevent and end homelessness in Atlanta. Working in partnership with over 90 non-profit organizations, Partners for HOME provides strategic leadership related to coordinated entry, homelessness prevention, street outreach, emergency shelter and housing solutions with the goal of ending homelessness. City wide efforts have led to a 50% reduction in the number of unsheltered individuals experiencing homelessness. Partners for HOME is committed to becoming a leader in implementing innovative and effective programs to end homelessness. Using a Housing First philosophy and other evidence based best practices, our goal is to create effective strategies that prevent and end homelessness in our city.
- Across the country, continuum of care entities take on different forms to meet the needs of their communities. A nonprofit structure was determined to be the best fit for Atlanta in part because it will provide more flexibility for layering public and private resources. Given the tremendous support from corporate, philanthropic, and faith partners in the local battle to end homelessness, finding a way to harness all of Atlanta's resources to a coordinated strategy is crucial.

Reed Administration Compensation Actions

To date the following Compensation actions taken are listed below, costs identified are General Fund dollars:

- July 30, 2010 all general fund employees earning less than \$80k received a one-time bonus of \$450 (\$1,465,801).
- January 1, 2011 Police and Fire Sworn received a full step pay increase or 3.5% (\$2,998,682) This action was funded for ½ of the fiscal year. This was the first full step increase granted since 2007.
- In October 2011 we completed a City-wide pay and classification study for the first time in 17 years. As a result of the study findings Council set aside \$2.3m General Fund dollars in FY12 budget to address employee compensation.
- In February 2012 Council voted to move 479 employees to the new minimum pay range.(\$500,000).
- In June 2012 Council voted to move all current employees up to 80% of range (\$663,896), impacting 488 employees.
- In June 2013 Council voted on two compensation budget amendments. (\$3,254,804):
 - On July 1, 2013 a 3% increase was provided to all classified employees, and all Corrections employees and a 1% increase to all employees earning \$60k or less including sworn. (\$2,359,935)
 - On January 1, 2014 0.05% increase is provided to – all classified employees, all Corrections employees, all employees who earn less than \$60k and all sworn employees. (\$894,869)
- In July 2015 Council voted to provide a 3.5% COLA to all permanent, full-time employees in grades 18 and below. (\$1,680,568)
- In November 2015 Council voted to provide pay increases to APD Lieutenants to address compression. (\$860,019.85)
- In December 2015 Council voted to provide pay increases to APD Sergeants to address compression. (\$1,593,451)
- In June 2016 Council voted to provide pay increases to APD Officers, APD Investigators, AFR Sergeants, AFR Lieutenants, and AFR Captains to address compression and provide competitive pay. Raises will go into effect October 1, 2016. (\$6,900,000)

TOTAL General Fund dollars spent since 2010: \$21,491,457.80